



May 20, 2015

Jim Gray
City Manager
City of Ingleside
P.O. Drawer 400
Ingleside, Texas 78362

RE: Potential Community Planning Services

Dear Mr. Gray:

On behalf of Kendig Keast Collaborative (KKC), thank you for inviting me to attend the upcoming City Council meeting on Tuesday, May 26. As I understand it, the City may choose to engage a consultant soon to assist with updating key aspects of the City's current Master Plan, as well as to facilitate public involvement activities regarding community direction and priorities.

Enclosed you will find a KKC firm profile, client listing, and my resume for more background on our firm's relevant credentials and my own years of experience in providing such services to numerous cities in Texas and elsewhere. In summary, **we offer the following to Ingleside:**

- Our experience in developing long-range and strategic plans for communities of comparable size and setting, including for Texas cities in the following categories:
 - › *Coastal communities*, including Bay City, Baytown, El Lago, Galveston, Hitchcock, League City, Kemah, Nassau Bay, Port Lavaca, Port Neches, Seabrook, and South Padre Island.
 - › *Communities with or near significant industrial activity*, including Baytown, Lake Jackson, La Porte, Plainview, Port Neches, and Temple.
 - › *Communities with military ties*, including Del Rio, Killeen, Kingsville, and Schertz.
 - › *Small cities under 20,000 population*, including Bastrop, Bellaire, Cuero, Dickinson, El Campo, Fulshear, Jersey Village, Kerrville, Lockhart, Magnolia, Manor, Pleasanton, Shenandoah, Stafford, Waller, Webster, West University Place, and Wharton.
- Our portfolio of more than 100 community plans and zoning and land development codes prepared, respectively, for jurisdictions in Texas and across the U.S. since 1982. Because we specialize in both plans and codes, the success of our planning engagements often enables us to continue into a subsequent phase of work to evaluate, draft and build consensus on needed development code amendments and enhancements.
- Our emphasis on intensive engagement and the meaningful involvement of leaders and stakeholders through a variety of outreach techniques that have successfully attracted large attendance at community events through effective notice, networking and promotion. Along with our background studies and field work, we immerse ourselves in the communities we serve, interacting throughout with those who know best – residents, property and business owners, and public leadership and staff.

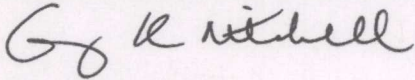
www.kendigkeast.com

- The great pride we take in developing and updating local community plans that are grounded in meaningful public participation, a clear understanding of planning issues and implementation options, and a direct linkage between plans and ordinances to ensure that plans are politically feasible and able to be implemented.
- The combination of our Texas knowledge and experience with KKC's national community planning practice, which enables us to highlight the latest trends and best practices from cities across the country.
- The public sector background that many of our key personnel bring to their consulting work, which ensures a keen awareness of likely plan implementation challenges – and a “reality check” throughout the planning process.
- The recognition we regularly receive from our peers for meritorious community planning work, including 14 American Planning Association awards since 2008 in six states (Colorado, Illinois, Indiana, Louisiana, Texas and Wyoming).

We appreciate this opportunity to outline our qualifications and depth of experience with community planning efforts. I look forward to visiting with everyone next Tuesday.

Respectfully,

KENDIG KEAST COLLABORATIVE

A handwritten signature in dark ink, appearing to read "Gary Mitchell". The signature is fluid and cursive, with the first name "Gary" written in a larger, more prominent script than the last name "Mitchell".

Gary Mitchell, AICP
Vice President



Introduction

Kendig Keast Collaborative (KKC) represents the collaboration of Bret C. Keast, AICP, Gary Mitchell, AICP, and a select group of talented principals and associates. Our firm has earned a reputation for its innovation and repeated success in solving problems of varying complexities for small and large clients in a range of environments. Our practice emphasizes the pursuit of good land stewardship, as well as conserving resources, preserving and enhancing community character, safeguarding neighborhood integrity, and ensuring fiscal responsibility. Our proven approach is founded on the principle of performance, meaning development that is in context with its built and natural environments.

Our Firm

Kendig Keast Collaborative (KKC) was founded as Lane Kendig, Inc. in 1982. With the collaboration of Lane H. Kendig and Bret C. Keast, AICP, beginning in 2003, the firm has transitioned to the ownership and management of Mr. Keast, KKC President. We continue to build on the foundation and body of work established by Mr. Kendig, our founder and a respected authority in the urban planning field, who retired from full-time practice in 2009 and remains a Strategic Advisor to the firm and its clients.

Together with Gary K. Mitchell, AICP, Vice President, Mr. Keast directs a small and highly qualified staff which provides professional services in the areas of comprehensive and strategic planning, zoning and other development regulations, growth management and resource protection, land planning, and various related specialties. KKC's unique approach and process is grounded in the encouragement of meaningful public participation, a clear understanding of planning issues and implementation options, and a direct linkage between plans and ordinances to ensure they are both politically feasible and able to be implemented. We are proud of our firm's reputation for providing clients with highly customized and responsive approaches to challenging community planning issues, resulting in innovative yet viable solutions.

Business Address /Website

Sugar Land, Texas

1415 Highway 6 South
Suite A-300
Sugar Land, TX 77478
Ph: 281.242-2960
www.kendigkeast.com

Additional Office Locations

California

5050 Laguna Boulevard
Suite 112-613
Elk Grove, CA 95758
Ph: 916.226.5408

Wisconsin

26 West Pine Street
Sturgeon Bay, WI 54235
Ph: 920.743.0005



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Scope of Firm

KKC maintains an intentionally small firm so we can provide exemplary service to our clients and ensure the direct involvement of firm principals on all projects. We also maintain a multi-discipline team, including specialists in urban planning, architecture and landscape architecture; GIS and spatial analysis; an AICP-certified planner who also completed his J.D. at a nationally accredited law school; and a certified economic developer so we can address a wide range of issues related to community planning, design and enhancement.

Our Services

KKC principals and personnel allocate their time nearly equally between comprehensive community plans and development code work. We also complete other special plans and studies for local government clients, including socioeconomic analyses; downtown, corridor, neighborhood, and redevelopment plans; parks, recreation, and trails master plans; land use and development impact studies; growth management and annexation assessments; and 3-D visualization and mapping projects.

Planning

Community planning is the foundation of KKC's consulting practice, along with development code work. Our principals and senior staff have led project teams and played substantial roles in the preparation of dozens of plans in more than 80 jurisdictions across the U.S. We offer significant experience with overall comprehensive plans, as well as with typical plan elements, which are sometimes the focus of stand-alone projects and work products.

- ◆ Comprehensive Planning to establish clear goals and policies for the community's future growth and enhancement, leading to specific, attainable action strategies, with appropriate implementation guidance.
- ◆ Land Use Planning to accommodate projected population growth and economic development objectives and to address central city redevelopment needs, neighborhood integrity, and image and character concerns along key corridors.
- ◆ Environmental Planning to protect a range of resources (floodplains, wetlands, water bodies, forests and woodlands, prairies, steep slopes, unstable slopes or soils, threatened or endangered species habitats, wellhead protection areas, hurricane surge areas, and earthquake hazard areas) and reduce hazards to people and property, often by setting the stage for land use regulations or other implementation initiatives.
- ◆ Strategic Planning to assess current conditions and future trends, pinpoint specific opportunities and challenges, and establish a consensus for pursuing particular public investments and community enhancement efforts through a prioritized action agenda.
- ◆ Parks, Recreation, and Trails Planning to evaluate local acreage and facilities relative to national benchmarks, assess needs and prioritize improvements based on both technical standards and community input, and make jurisdictions eligible for various grant opportunities.

Implementation

KKC's implementation and regulatory practice includes evaluating, drafting, and amending consensus-based land development regulations. Through thorough analysis and close attention to community input, we tailor regulatory strategies to achieve specific desired outcomes and foster sensitive site design and creative development practices. This sometimes requires interim ordinances to ensure protection of community character or resources while permanent regulations are drafted. KKC also has developed model codes for specific purposes which are then adapted by a variety of jurisdictions. Our principals and senior staff have also drafted proposed zoning amendments on behalf of private-sector clients who seek to develop

or redevelop property in progressive ways that are not permitted under existing zoning regulations in a particular community.

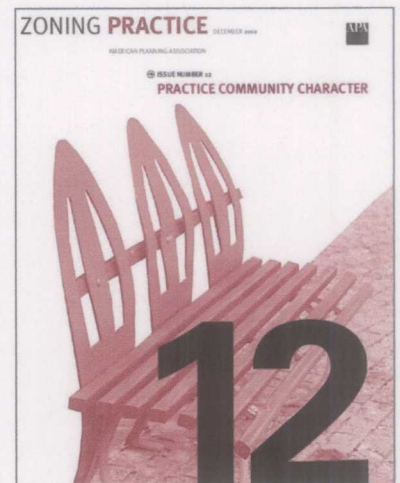
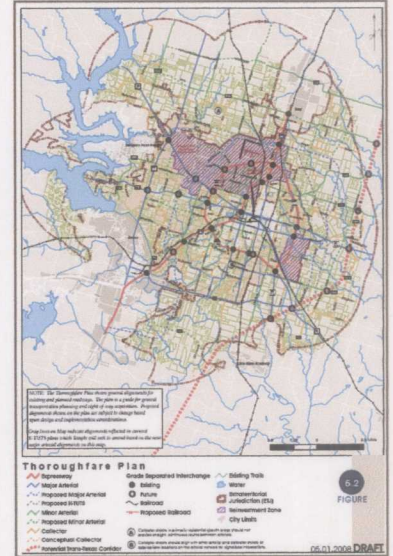
Of course, plan implementation is more than regulation. Our practice also includes such non-regulatory measures as creating frameworks for interlocal agreements, public-private partnerships, and transfer or purchase of development rights systems. Our principals and senior staff have worked on codes, code amendments, code critiques, and other plan implementation programs in more than 80 jurisdictions across the nation:

- ◆ Code Evaluations and Performance Assessments to identify gaps and shortcomings in existing regulations and recommend new and enhanced provisions which ensure that the plan and code will work hand-in-hand.
- ◆ Code Drafting to assist jurisdictions to craft first-time zoning ordinances and other regulatory measures that will win public acceptance while still being effective and within the community's capacity to implement.
- ◆ Code Amendments to add entire new components to existing ordinances and position the community for particular challenges and opportunities, such as housing variety and affordability, transit-oriented development potential, and protection of environmental assets.
- ◆ Unification of Development Codes to integrate and update various development-related regulatory standards and associated administrative procedures that are often scattered across the existing code of ordinances.
- ◆ Zoning District Map review, preparation, and revisions in the wake of a new or updated Comprehensive Plan, and to implement new regulatory strategies in targeted locations.
- ◆ Facilitation of Code Drafting and Amendment Processes to engage community leaders and stakeholders effectively and ensure that potential code amendments and enhancements are on target and likely to be accepted.
- ◆ Guidance and Support for various other aspects of implementation besides regulation, including annexation strategy, capital improvements planning, public financing vehicles, external grant opportunities, and inter-agency and public/private partnerships.
- ◆ Commission, Board, and Administration Training for elected and appointed officials and city staff who are responsible for development review, ordinance and zoning administration, and meeting facilitation.

Master Planning and Urban Design Services

KKC has experience facilitating planning processes at all scales, from metropolitan and community-wide levels to downtowns, neighborhoods, corridors, and other special areas. It is at this enhanced level of detail that specific challenges and opportunities emerge, and unique planning and design solutions become necessary in order to spur the "3 Rs" – redevelopment, revitalization, and reinvestment.

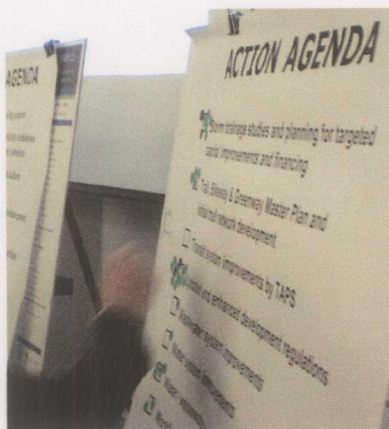
At this level of planning, it is imperative to think three-dimensionally about the impacts of development. For example, within a neighborhood planning area, residents identify with the way a street feels – how wide it is, how far back and how tall the homes are, how old the trees are, etc. They can describe what a local shopping area looks like and how it is different from one across town. Similarly, they can express pride in their downtown and a specific identity for which they are proud.



We are committed to our clients and the profession as we strive to improve community character and livability through advanced planning methods and innovation.



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Trusted Partners

KKC has built working relationships with an array of other consulting firms that can provide specialty services in a subconsultant or advisory role, including in areas such as civil and traffic engineering, fiscal impact analysis, economic development and market analysis, environmental assessment, housing and redevelopment, community surveys, and financing and special district mechanisms.

Planning for these areas requires a keen understanding of land use, pedestrian and vehicular circulation, building and site design, (re)development feasibility, strategic implementation, and public policy and financing. Our staff has the skills necessary to create special area plans that identify policies, projects, and strategies that respond to local demographics, district functionality, and identity. The following are cornerstones of our special area planning approach:

- ◆ Community Involvement that brings together residents, property owners, businesses, realtors and brokers, investors, developers, community organizations (i.e., business improvement districts, neighborhood organizations, and not-for-profits, etc.), elected officials and staff, municipal agencies, and all ages and social groups. Facilitating open and inclusive dialogue is absolutely essential for preparing a vision and creating a realistic, market-supported action plan that reflects local values and priorities and ensures broad-based support for long-term implementation.
- ◆ Master Planning that establishes a framework for general land use, transportation, and design character. The role of the master plan is to provide context within which specific projects or targeted areas of investment can be assessed. In this way, block or site-specific recommendations provide greater benefit to the overall land use balance, functionality, and identity of an area. Aspects of a master plan may include land use sub-districts, key redevelopment areas, streetscape enhancement corridors, civic open space elements, or unique character districts, among others.
- ◆ Urban Design and Visualization that transforms the vision into a three-dimensional environment. In the end, the community identifies most closely with how development will “look and feel.” Our staff of planners and urban designers can demonstrate the end result of investment in the public realm, private development area, and open space. However, urban design is not simply drawing the ideal. Rather, it is a collective manifestation of the desired outcomes, market realities, and achievable regulatory scheme. KKC uses various technologies for design visualization to help communities understand the impacts of plans and projects. SketchUp, AutoCAD, and other graphics packages, together with hand renderings, simulate the built environment to spur dialogue regarding development alternatives, phasing, and specific aspects of community character.
- ◆ Redevelopment Planning to advance a vision towards market-based implementation. A vision sets the compass, but careful redevelopment planning creates the end product. KKC staff members specialize in helping communities achieve redevelopment by identifying resources, partnerships, and policies that remove barriers to successful outcomes. Whether private-public partnerships, incentives, or leveraging of the private market, we craft plans that draw a clear path between concept and realization.
- ◆ Implementation through projects, policies, and strategies. The success of a plan depends on three factors: (1) identifying catalytic projects that foster additional investment, (2) aligning development policies and regulations with the vision, and (3) creating strategies to strengthen synergy among financiers, elected officials, public agencies, and the community at large. Any single action often involves all three factors. We consistently craft implementation programs that balance these three elements to maximize the likelihood of long-term implementation.

Special Studies and Services

KKC has experience facilitating planning processes at all levels, from the metropolitan area to the neighborhood.

In support of special area planning – and to make visions and possibilities literally come to life – KKC also brings expertise in design and 3D visualization. KKC uses these modeling and graphic tools to enhance planning processes, boost enthusiasm among participants, and build consensus around planning or regulatory concepts:

- ◆ Growth Assessments and Strategy Papers to help communities understand the implications of rapid growth and/or haphazard development patterns, assess their fiscal and service capacity to accommodate such trends, and consider their statutory authorities and options for better managing the location, timing, and nature of this growth.
- ◆ Facilitation of Visioning Processes to elicit community hopes and concerns about the potential pace and direction of change, and to encourage “big picture” thinking while knowing when to introduce “reality checks” into community and stakeholder discussions.
- ◆ Use of 3-D Modeling and Visualization Technologies to help public and private clients envision and appreciate the implications of potential growth and development outcomes, consider and clarify associated regulatory standards, and assess possible public investments in community amenities.

Our Success and Reputation

The firm and each of its employees have been recognized for quality results in plan making and development code preparation. The firm has received awards from the national organization of the American Planning Association (APA), state chapters and local sections of APA, and the National Association of Counties, as well as the “Best in American Living” award from the National Homebuilders Association, Better Homes and Gardens, and Professional Builder magazines. Awards received by the firm and its staff (including those which staff members received while with former employers) include:

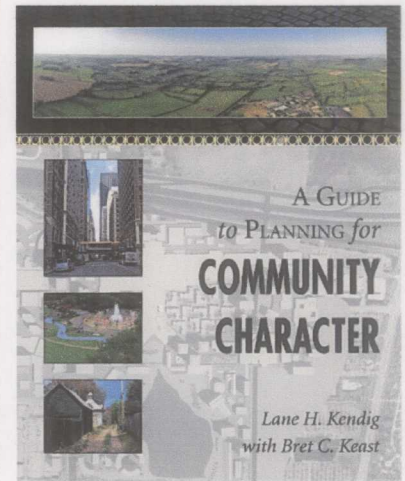
National Awards

- ◆ Loudoun County, Virginia General Plan, Comprehensive Planning: Small Jurisdiction, American Planning Association National Award, 1994.
- ◆ New Castle County, Delaware, Comprehensive Plan, National Association of Counties, 1988.
- ◆ Lake County, Illinois, Natural Resources Plan and Zoning, National Association of Counties, 1979.
- ◆ The Fields of Long Grove (160-acre residential development), Best in American Living, National Homebuilders Association, Better Homes and Gardens, and Professional Builder magazines.

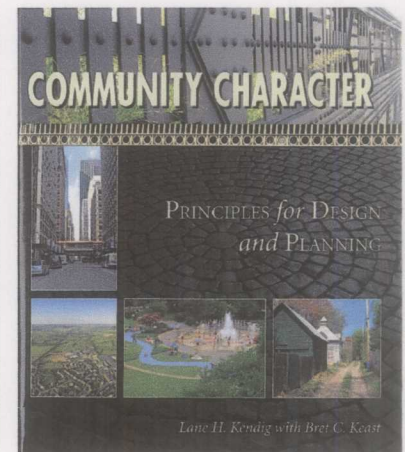
State and Local Awards

- ◆ Belleville Comprehensive Plan, Illinois Chapter APA Daniel Burnham Award, 2014.
- ◆ Gillette Comprehensive Plan, Urban Planning Project of the Year Award, Wyoming Planning Association, 2014.

The firm's recent publications include:



A Guide to Planning for Community Character (Island Press, 2011)



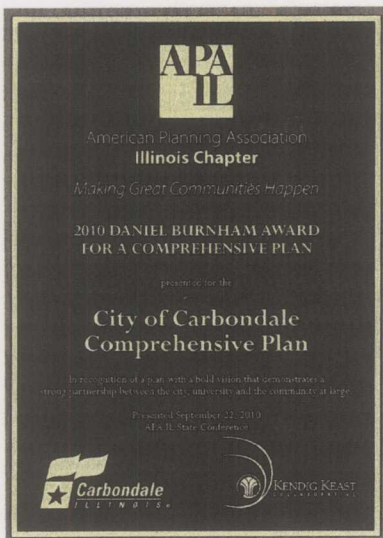
Community Character, Principles for Design and Planning (Island Press, 2010)



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Awards exemplify our commitment to quality results that exceed the expectations of our clients and merit recognition for their innovation, comprehensiveness, and successful outcomes.

KKC principals have managed various projects recognized as outstanding examples of urban planning through APA and other award programs.



*Daniel Burnham Award
Carbondale, IL
Comprehensive Plan (2010)*

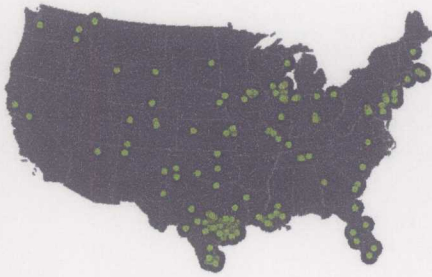


*Kerrville, TX
Comprehensive Plan (2002)*

- ◆ Tangipahoa Parish Comprehensive Plan, Outstanding Plan, Louisiana Chapter APA, 2011.
- ◆ Zachary Unified Development Code, Outstanding Project/Program Tool, Louisiana Chapter APA, 2011.
- ◆ Waller Advance Plan Livable Centers Study, Texas Chapter APA, 2010.
- ◆ Centennial Land Development Code, Colorado Chapter APA, 2010.
- ◆ Carbondale Comprehensive Plan, Illinois Chapter APA Daniel Burnham Award, 2010.
- ◆ Valparaiso Unified Development Code, Outstanding Project, Honorable Mention, Indiana Chapter APA, 2010.
- ◆ McAllen Comprehensive Plan Update and Parks & Recreation Master Plan, Community of the Year, Texas Chapter APA, 2009.
- ◆ Temple Comprehensive Plan, Central Texas Section APA, 2009.
- ◆ Stafford Corridor Design Study, Plan, and Implementing Regulations, Houston Section American Planning Association, 2009.
- ◆ Foresight McAllen Comprehensive Plan, Texas Chapter APA, 2008.
- ◆ Edinburg Unified Development Code, Texas Chapter APA, 2007.
- ◆ Edinburg Comprehensive Plan and Park Master Plan, Texas Chapter APA, 2007.
- ◆ El Lago Context and Form Study, Texas Chapter APA, 2007.
- ◆ El Lago Context and Form Study, Houston Section APA, 2007.
- ◆ Pearland Parks and Trails Master Plans, Houston Section APA, 2007.
- ◆ Hobbs Comprehensive Plan, New Mexico Chapter APA, 2005.
- ◆ Rosenberg Parks and Recreation Master Plan, Houston Section APA, 2004.
- ◆ Nacogdoches Comprehensive Plan Update, Texas Chapter APA, 2003.
- ◆ Kerrville "LINK to the Future" Comprehensive Plan, Texas Chapter APA, 2002.
- ◆ Bastrop Comprehensive Plan, Texas Chapter APA, 2001.
- ◆ Lockhart 2020 Comprehensive Plan, Professional Planning Award, Central Texas Section APA, 2000.
- ◆ Starr County Comprehensive Colonia Study and Plan, Honorable Mention Award, Texas Chapter APA, 2000.
- ◆ Bryan Comprehensive Plan Update and Municipal Annexation Plan, Community of the Year, Texas Chapter APA, 2000.
- ◆ New Braunfels New Millennium Plan, Texas Chapter APA, 1999.
- ◆ Sugar Land Comprehensive Zoning Study, Texas Chapter APA, 1998.
- ◆ Harlingen Vision 2020 Comprehensive Plan, Texas Chapter APA, 1997.

Recent Publications

- ◆ One District Zoning, Zoning Practice Feature Article, American Planning Association, June 2011.
- ◆ Creating Design Guidelines that Work, Zoning Practice Feature Article, American Planning Association, March 2011.
- ◆ A Practical Guide to Planning for Community Character, Island Press, 2011.
- ◆ Defining and Measuring Community Character, Zoning Practice Feature Article, American Planning Association, December 2010.



Experience by State

Arizona
 California
 Colorado
 Connecticut
 Delaware
 Florida
 Georgia
 Idaho
 Illinois
 Indiana
 Iowa
 Kansas
 Kentucky
 Louisiana
 Maryland
 Massachusetts
 Minnesota
 Mississippi
 Missouri
 Montana
 Nebraska
 Nevada
 New Jersey
 New Mexico
 North Carolina
 Ohio
 Oklahoma
 Pennsylvania
 South Carolina
 South Dakota
 Tennessee
TEXAS
 Virginia
 Washington
 West Virginia
 Wisconsin
 Wyoming

KKC principals and senior associates have facilitated comprehensive planning programs and zoning, subdivision, or land development codes for more than 100 communities, respectively, throughout the U.S.; for small villages, mid-sized towns, suburban cities, metropolitan areas, and both rural and urbanizing counties. We are proud of our track record of developing plans that have merited both state and national recognition by the American Planning Association and National Association of Counties. We are most proud, though, of the positive impacts that our plans have had, and continue to have, in guiding fiscally responsible growth and the character of development. Our approach continues to be refined with each project to ensure the implementation success of our clients. **The following list represents the TEXAS communities for which the firm has developed comprehensive or special area plans.**

Alvin, Texas
 Amarillo, Texas
 Angleton, Texas
 Bastrop, Texas
 Baytown, Texas
 Bellaire, Texas
 College Station, Texas
 Cuero, Texas
 Del Rio, Texas
 Edinburg, Texas
 El Campo, Texas
 El Lago, Texas
 Fulshear, Texas
 Harlingen, Texas
 Huntsville, Texas
 Kerrville, Texas
 Killeen, Texas
 Kingsville, Texas
 La Porte, Texas
 Lake Jackson, Texas
 Lockhart, Texas
 Magnolia, Texas
 Manor, Texas

McAllen, Texas
 Mission, Texas
 Missouri City, Texas
 Nacogdoches, Texas
 Nassau Bay, Texas
 New Braunfels, Texas
 Pearland, Texas
 Pflugerville, Texas
 Port Lavaca, Texas
 Richmond, Texas
 Rosenberg, Texas
 San Angelo, Texas
 San Benito, Texas
 Schertz, Texas
 Sealy, Texas
 Sherman, Texas
 South Padre Island, Texas
 Stafford, Texas
 Temple, Texas
 Victoria, Texas
 Waller, Texas
 Webster, Texas

Plan Implementation

We have assisted communities to develop “first-ever” zoning ordinances and district maps; facilitated public education and outreach efforts; conducted thorough critiques of existing ordinances, standards and development review procedures; provided detailed amendment recommendations as a component of larger planning studies; and written complete land use regulations for numerous jurisdictions across the nation. **The following list represents the TEXAS communities for which the firm’s principals have written land use regulations or performed other related services.**

Baytown, Texas
 Bellaire, Texas
 Brownsville, Texas
 College Station, Texas
 Cuero, Texas
 Dickinson, Texas
 Edinburg, Texas
 El Campo, Texas
 El Lago, Texas
 Galveston, Texas
 Georgetown, Texas
 Hitchcock, Texas
 Houston, Texas
 Jersey Village, Texas
 Kerrville, Texas
 League City, Texas

Magnolia, Texas
 McAllen, Texas
 Nassau Bay, Texas
 Pflugerville, Texas
 Pleasanton, Texas
 Richmond, Texas
 Rosenberg, Texas
 San Benito, Texas
 Seabrook, Texas
 Seguin, Texas
 Shenandoah, Texas
 Stafford, Texas
 Sugar Land, Texas
 West University Place, Texas
 Wharton, Texas



Gary K. Mitchell, AICP

Vice President



Gary brings professional planning experience at the city, county and regional levels. Working as a community planning consultant since 1999, he is particularly adept at facilitating advisory committee processes, leading strategic planning workshops, and involving community leaders and residents in planning initiatives.

Gary regularly leads high-profile planning engagements in a variety of settings, addressing the gamut of community planning issues down to the corridor, district and neighborhood levels. Topics addressed include land use, transportation, growth management and annexation, housing, economic development, infrastructure, community facilities, public services, bicycle/pedestrian circulation, parking, downtown revitalization, neighborhood conservation, environmental and cultural resources, park systems and trail networks, historic preservation, urban design, and transit-supportive station area planning.

His portfolio includes nearly 40 comprehensive plans – in communities ranging from 2,000 to 200,000 people – and his consulting work has taken him to 14 states (Arizona, Arkansas, Florida, Illinois, Kansas, Louisiana, New Jersey, New Mexico, North Carolina, Oklahoma, Tennessee, Texas, Utah and Wyoming). He led a significant station area planning effort for a potential new commuter rail line in Chicago's south suburbs and contributed to other transit-supportive development projects in North Carolina, the Salt Lake City area and Houston; addressed community cohesiveness and socioeconomic considerations for a planned freeway corridor in the Phoenix area; and prepared a Trails Master Plan for fast-growing Pearland, Texas.

Besides helping communities consider their long-range outlook and establish goals, policies and an action agenda, Gary enjoys moving beyond planning into meaningful implementation efforts. This includes work on zoning and other development codes, capital improvements planning, annexation assessments and planning, and pursuit of grant funds.

Gary began his public sector career as a Rockland County planner in New York's Hudson River Valley, where he dealt with suburban development challenges in the home of the famous Town of Ramapo growth management case. He later progressed to Chief Regional Planner for the Houston-Galveston Area Council, a metropolitan agency covering 13 counties with 4.5 million residents and 150 local governments (as of 1999). There he focused on intergovernmental and regional development issues involving urbanization, mobility, economic development and environmental enhancement, with significant involvement in the Galveston Bay Estuary Program and Plan.

During Gary's time in consulting, 12 communities he has assisted have received awards from divisions of the American Planning Association (APA) as outstanding examples of urban planning. In addition, a 1991 study he led of the Armand

Education

- ◆ Master of Urban Planning, Texas A&M University.
- ◆ B.A., Economics (with Highest Honors), University of Texas at Austin.

Professional Registrations

- ◆ American Institute of Certified Planners, #8987.

Professional Affiliations

- ◆ American Planning Association (APA)
- ◆ Professional Advisory Council, Texas A&M University Master of Urban Planning Program
- ◆ Phi Beta Kappa
- ◆ Omicron Delta Epsilon International Honor Society for Economics
- ◆ Tau Sigma Delta Honor Society for Architecture and Allied Arts



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Presentations

- ◆ *Plan Implementation and Development Review*, co-instructor for Texas Coastal Citizen Planner training program for local officials, Texas A&M University, 2013.
- ◆ *From 30,000 Feet Down to the Ground* (Transitioning from planning to zoning) - Texas APA, 2013.
- ◆ *Regulations and Permitting - Livable Centers Private Development Workshop*, Houston-Galveston Area Council (H-GAC), 2013.
- ◆ *Cracking the Code: Getting to Greener Outcomes through Local Ordinances*, Local Government Workshop, Houston-Galveston Area Council (H-GAC), Nov. 2011
- ◆ *Planners' 2 Cents: Our Role in Making Recommendations; and Small Town Planning Case Studies* (Fulshear TX), 2011 Texas APA Conference.
- ◆ *Designing with Nature*, H-GAC Planning for Sustainable Growth Workshop, Nov. 2010
- ◆ *Creating Public Spaces*, 2010 Texas Downtown Association Conference
- ◆ *Writing for Planners*, 2010 Texas APA Conference
- ◆ *Student and New Planner Career Roundtable*, 2010 APA National Conference
- ◆ *Conservation Development*, 2009 Texas APA Conference
- ◆ *Building Better Bikeways through the Development Process* – H-GAC Regional Bikeway Workshop, Sept. 2009
- ◆ *Planning for Communities with Limited Staff*, presented at various seminars, 2005-2006
- ◆ *Plan to Achieve Your Image and Beautification Goals*, 2005 Keep Texas Beautiful conference.

Bayou and Christmas Bay Coastal Preserves was recognized for "Excellence in Environmental Planning" by the Texas Chapter of APA. Gary has served in leadership positions with both the Texas Chapter and Houston Section of APA. He also lectured in the Texas A&M Department of Landscape Architecture & Urban Planning, co-teaching the Plan Implementation course for Master of Urban Planning candidates.

Director of Urban Planning Services, Wilbur Smith Associates (WSA), Houston, Texas, 1999-2006. Gary progressed from Senior Planner to Director of the Community Planning Group within WSA, an international planning, engineering, and economics consulting firm. As a key practice leader for the firm, he allocated his time between planning engagements in the southwestern U.S. and priority projects with other offices. His work involved comprehensive planning, land use/transportation coordination, downtown/corridor/district enhancement strategies, and development ordinances.

Chief Regional Planner, Houston-Galveston Area Council (H-GAC), Houston, Texas, 1990 to 1999.

Senior Planner, Rockland County Department of Planning, New City, New York, 1989 to 1990.

Plan Implementation

We have assisted communities to develop “first-ever” zoning ordinances and district maps; facilitated public education and outreach efforts; conducted thorough critiques of existing ordinances, standards and development review procedures; provided detailed amendment recommendations as a component of larger planning studies; and written complete land use regulations for numerous jurisdictions across the nation. **The following list represents the communities for which the firm’s principals have written land use regulations or performed other related services.**

Aberdeen, South Dakota	Houston, Texas	Richmond, Texas
Altus, Oklahoma	Indian Creek, Illinois	Riverwoods, Illinois
Bainbridge Township, Ohio	Jacksonville, Florida	Rosenberg, Texas
Baytown, Texas	Jefferson County, West Virginia	Saipan, Northern Mariana Islands
Beaufort County, South Carolina	Jersey Village, Texas	San Benito, Texas
Bellaire, Texas	Kerrville, Texas	Sarasota County, Florida
Bossier City-Parish, Louisiana	Kootenai County, Idaho	Savannah and Chatham County, Georgia
Brevard County, Florida	Lake County, Illinois	Seabrook, Texas
Brownsville, Texas	Lake Villa, Illinois	Seguin, Texas
Buckingham Township, Pennsylvania	Lake Zurich, Illinois	Sellersville Planned Development, Pennsylvania
Carbondale, Colorado	Langhorne Borough, Pennsylvania	Shenandoah, Texas
Centennial, Colorado	League City, Texas	Sioux City, Iowa
Chattahoochee Hill Country, Georgia	Lindenhurst, Illinois	Sleepy Hollow, Illinois
Chesterfield, Missouri	Machesney Park, Illinois	Slidell, Louisiana
Chicago, Illinois	Magnolia, Texas	Springfield Township, Pennsylvania
Cincinnati, Ohio	McAllen, Texas	Stafford, Texas
Clovis, New Mexico	Middletown Township, Pennsylvania	St. Mary Parish, Louisiana
College Station, Texas	Milwaukee, Wisconsin	Sugar Land, Texas
Crystal Lake, Illinois	Monroe County, Florida	Tangipahoa Parish, Louisiana
Cuero, Texas	Morgan City, Louisiana	Topeka-Shawnee County, Kansas
DCA/DNR, Florida	Nassau Bay, Texas	Town and Country, Missouri
Davie, Florida	New Britain Township, Pennsylvania	Tullytown Borough, Pennsylvania
Dickinson, Texas	New Castle County, Delaware	Upper Southampton Township, Pennsylvania
Durango, Colorado	Oakland, Iowa	Valparaiso, Indiana
Edinburg, Texas	Olathe, Kansas	West University Place, Texas
El Campo, Texas	Oswego, Illinois	Wharton, Texas
El Lago, Texas	Paola, Kansas	Williams, California
Falmouth, Maine	Pennndel Borough, Pennsylvania	Williamson County, Tennessee
Farmington, New Mexico	Pennridge Area, Pennsylvania	Zachary, Louisiana
Flagstaff, Arizona	Perkasie Borough, Pennsylvania	
Florence, South Carolina	Perkasie Planned Development, Pennsylvania	
Franklin, Tennessee	Pflugerville, Texas	
Frederick County, Maryland	Pinelands Commission, New Jersey	
Fremont, Nebraska	Pleasanton, Texas	
Galveston, Texas	Polk County, Iowa	
Georgetown, Texas	Ponca City, Oklahoma	
Granville County, North Carolina	Quakertown Area, Pennsylvania	
Greensboro, North Carolina	Queen Anne’s County, Maryland	
Groton, Connecticut	Redmond, Washington	
Grundy County, Illinois		
Hays, Kansas		
Highlands Commission, New Jersey		
Hillsborough County, Florida		
Hitchcock, Texas		





Experience by State

Arizona
 California
 Colorado
 Connecticut
 Delaware
 Florida
 Georgia
 Idaho
 Illinois
 Indiana
 Iowa
 Kansas
 Kentucky
 Louisiana
 Maryland
 Massachusetts
 Minnesota
 Mississippi
 Missouri
 Montana
 Nebraska
 Nevada
 New Jersey
 New Mexico
 North Carolina
 Ohio
 Oklahoma
 Pennsylvania
 South Carolina
 South Dakota
 Tennessee
 Texas
 Virginia
 Washington
 West Virginia
 Wisconsin
 Wyoming

KKC principals and senior associates have facilitated comprehensive planning programs and zoning, subdivision, or land development codes for more than 100 communities, respectively, throughout the U.S.; for small villages, mid-sized towns, suburban cities, metropolitan areas, and both rural and urbanizing counties. We are proud of our track record of developing plans that have merited both state and national recognition by the American Planning Association and National Association of Counties. We are most proud, though, of the positive impacts that our plans have had, and continue to have, in guiding fiscally responsible growth and the character of development. Our approach continues to be refined with each project to ensure the implementation success of our clients.

The following list represents the communities for which the firm has developed comprehensive or special area plans.

Aberdeen, South Dakota	Huntsville, Texas	Pierce Township, Ohio
Altus, Oklahoma	Independence, Iowa	Plainfield, Illinois
Alvin, Texas	Indian Creek, Illinois	Plainview, Texas
Amarillo, Texas	Jackson & Teton County, Wyoming	Plymouth, California
Annapolis, Maryland	Jesup, Iowa	Polk County, Iowa
Angleton, Texas	Kerrville, Texas	Ponca City, Oklahoma
Arvada, Colorado	Killeen, Texas	Port Lavaca, Texas
Bannockburn, Illinois	Kingsville, Texas	Provincetown, Massachusetts
Bastrop, Texas	La Porte, Texas	Queen Anne's County, Maryland
Baytown, Texas	Lake Jackson, Texas	Richmond, Illinois
Beaman, Iowa	Lake Villa, Illinois	Richmond, Texas
Bellaire, Texas	Laramie, Wyoming	Rosenberg, Texas
Belleville, Illinois	Lockhart, Texas	Saipan, Northern Mariana Islands
Bristol, Wisconsin	Long Grove, Illinois	San Angelo, Texas
Breaux Bridge, Louisiana	Loudoun County, Virginia	San Benito, Texas
Bossier City-Parish, Louisiana	Magnolia, Texas	Savannah & Chatham County, Georgia
Carbondale, Illinois	Manor, Texas	Schertz, Texas
Church Point, Louisiana	McAllen, Texas	Sealy, Texas
College Station, Texas	McComb, Mississippi	Shawnee, Oklahoma
Cuero, Texas	Miami County, Kansas	Sherman, Texas
Dane County, Wisconsin	Michigan City, Indiana	South Padre Island, Texas
Del Rio, Texas	Mission, Texas	Stafford, Texas
Door County, Wisconsin	Missouri City, Texas	St. Mary Parish, Louisiana
Edinburg, Texas	Moscow, Idaho	Tangipahoa Parish, Louisiana
El Campo, Texas	Monroe County, Florida	Temple, Texas
El Lago, Texas	Morgan City, Louisiana	Town and Country, Missouri
Farmington, New Mexico	Murfreesboro, Tennessee	Valparaiso, Indiana
Flathead County, Montana	Nacogdoches, Texas	Victoria, Texas
Florence, South Carolina	Nantucket, Massachusetts	Waller, Texas
Forsyth, Illinois	Nassau Bay, Texas	Walker, Louisiana
Fox Lake, Illinois	New Braunfels, Texas	Webster, Texas
Franklin, Wisconsin	New Castle County, Delaware	Williams, California
Fremont, Nebraska	Olathe, Kansas	Zachary, Louisiana
Fulshear, Texas	Oswego, Illinois	
Fulton County, Ohio	Paducah/McCracken County, Kentucky	
Gillette, Wyoming	Pearland, Texas	
Grundy Center, Iowa	Pflugerville, Texas	
Harlingen, Texas		
Hobbs, New Mexico		